

**City of Lincoln
California**

The Library at Twelve Bridges

LIBRARY PLAN OF SERVICE

(Section 20440: Appendix 4)

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**City of Lincoln
The Public Library at Twelve Bridges**

PLAN OF SERVICE

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1. EXECUTIVE SUMMARY

The Needs Assessment for the Lincoln Library and for the School District identified extensive library service needs for the present and for the future. The partners in the project -- the City of Lincoln, the Western Placer Unified School District, and the Sierra Joint Community College District -- The proposed project will meet the needs as identified, and the partners involved in the project have committed to providing the resources needed to implement the needed service plan.

The service plan responds to needs through planning for expanded and enhanced services to the community, the School District, and the College:

Collections to support children, young adults, and adult interests and lifelong learning pursuits. Collections space for housing and accessing the collections with growth space through the next decade. The plan will provide enough space for the collections -- all forms: books, magazines, newspapers, CDs, audio tapes, video tapes, and DVDs, in the various areas of the library.

Seating to support the growing population of the community as well as to provide seats for students on campus.

A Learning Center that will support the high school and other students in their studies and other academic pursuits with a Homework Center and a Computer Lab. The Homework Center will provide students assistance and space to work individually and in groups. The Computer Lab will provide access to technology for homework and reference assignments. The Learning Center will also be available to other individuals when not in use by the students.

A Collection that will support the curriculum of the schools. A qualified collections librarian will select materials under a collection development policy developed to support the needs of high school students, college students, the general community, and those with special needs, including native and other cultures and non-English languages.

A multipurpose community room for library programming to include presentation technology and connections to satellite broadcasting and videoconferencing. The room will respond to the expressed needs for library programming space -- for children's programming, for special library events like the summer reading program, for community group meetings like the Library Board. Civic organizations will be able to use the room for meetings and programming as well as the School District and the community college.

Computer stations to meet the needs of students working on homework and doing research as well as for adults needing access to the catalog and the Internet, and children for learning and recreation.

Library information literacy classes designed and given using the group study rooms and the library programming room, in response to the expressed need to learn how to use the library and the Internet and computers.

The hours of the library will be greater than those now offered at the Carnegie Library. They will be increased in response to the expressed need for more hours per week and hours that are more relevant to the community. It will be open 64.5 hours per week on average.

A space designed by and for teens will help meet the needs of teens expressed on the student survey and in the community input meetings. Special exhibits and collections with listening and viewing equipment and computers will support their needs.

Parking needs will be met through the provision of extensive parking near the library, yet easy pedestrian and bicycle access from the campus, external to the campus, and from neighborhoods around the campus. Public transportation will come to a library drop off.

2. CONTEXT AND ROLES

The plan of service for the new Library at Twelve Bridges should be understood in the context of the three partner agencies committed to its successful implementation and in the context of the service response library roles identified in the needs assessment process.

2.1. *The Lincoln Public Library*

The Lincoln Public Library is a department of the City of Lincoln. It is currently governed by the Lincoln City Council under the direction of the City Manager. The Lincoln Library Board of Trustees, an advisory group reporting to the Lincoln City Council, currently reviews, contributes to, and advises on the budget, operations, policies, and planning of and for the Library.

In the two decades before the millennium, the town of Lincoln began to experience extensive change due primarily to a surge in population in the areas surrounding Lincoln. New housing developments, shopping and other commercial developments, and improved roadways, brought significant growth. The single, tiny, 2,300 square foot downtown Carnegie Library has served Lincoln as its library for over 94 years. It cannot alone provide the library services needed in Lincoln.

The proposed project -- to build a new main library on the Twelve Bridges campus, will significantly change the way the city of Lincoln manages, operates, and provides library services and programs. The Public Library at Twelve Bridges will be the main branch of the Lincoln Public Library. It will be the flagship. The downtown Carnegie Library will continue to serve the community as a library with a change in focus and scope. Together, the two libraries will provide much needed public library services to the Lincoln community.

2.2. *The New Public Library at Twelve Bridges*

The new Lincoln Public Library at Twelve Bridges will be a joint use, co-located library serving the City of Lincoln, the School District and the College. The City Council of the City of Lincoln will continue to be the governing board for the Library and will be responsible for the management, supervision, staffing, administration and operation of the Library, but will be subject to the terms and conditions of the "Joint Use Cooperative Agreement for the Lincoln Public Library at Twelve Bridges".¹ Understanding these relationships, it is critical for the three partners -- the City of Lincoln, The Western Placer Unified School District, and the Sierra Joint Community College District and their consituencies to have a voice in the development and crafting of the Plan of Service for the new Public Library at Twelve Bridges.

¹ A copy of the full Cooperative Agreement can be found in Appendix A.

2.3. Integrated Planning

All three agencies and their constituencies were represented throughout the development of the needs assessment, the plan of service, and the cooperative agreement. Joint planning and working committees met and worked through the issues. One of the results of these joint efforts has been the development of a fully integrated plan of service for the new Library at Twelve Bridges, a plan that reflects the services and needs of all three agencies and their constituencies. The entire undertaking has resulted in enthusiasm and commitment to the project among the three agencies and their constituencies.

2.4. The Twelve Bridges Learning Environment

Part of the Twelve Bridges Educational project is the provision of Joint Use, or Multipurpose Learning Space on the campus, between the Community College Campus, the High School Campus, and the Public Library. This space, among other features, will have high-tech meeting and conference spaces, computer labs, and other facilities that will be accessible to the public. This will provide the residents of Lincoln and students access to a learning environment that will enhance and expand on what the public library provides. Examples of uses of the space include tutoring, classrooms where joint high school and community college classes will take place, use of computers to accomplish assignments and access productivity software, curriculum development labs for teachers and faculty, and multimedia project work. Library staff will work cooperatively with the Twelve Bridges Education Center partners to identify needs and provide support and assistance to specific projects. The general public as well as students will have access to these facilities, which will enhance the services the library can provide and reduce the amount of duplication of services among the partners.

2.5. Roles and Service Responses

The needs assessment process identified five priority service responses for the new Library at Twelve Bridges. The *Plan of Service* clarifies and emphasizes these five roles or library service responses within the context of the library's mission and vision statements.²

General Information. The library will offer general information to help meet the need for information and answers to questions on a broad array of topics related to work, school, and personal life.

Current Topics and Titles. The library will provide current topics and titles to help to fulfill the community residents' appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences.

² The service response concepts used to develop priorities are those identified by the Public Library Association in its Planning for Results.

Lifelong Learning. The Library will provide lifelong learning services to help address the desire for self-directed personal growth and development opportunities.

Basic Literacy. The Library will offer basic literacy services to address the need to read and to perform other essential daily tasks.

Formal Learning Support. The Library will offer formal learning support to help students who are enrolled in a formal program of education or who are pursuing their education through a program of home-schooling to attain their educational goals.

Business and Career Information. The Library will offer business and career information services that address the need for information related to business, careers, work, entrepreneurship, personal finances, and obtaining employment.

3. LIBRARY MISSION

The city of Lincoln currently owns and operates one library facility - the Downtown Carnegie Library. The *Public Library at Twelve Bridges* will be the main branch of the Lincoln Public Library. It will be the city's flagship library. The downtown Carnegie Library will continue to serve the community as a library with a change in focus. Together, the two libraries will provide much needed public library services to the Lincoln community.

The Public Library at Twelve Bridges will also serve as the library for the new High School campus and the new Sierra College campus at the Twelve Bridges Learning Center.

3.1. The Lincoln Public Library Vision

The Steering Committee of the Lincoln Public Library adopted the following vision statement in August, 1996:

The Lincoln Public Library serves as an informational and knowledgeable resource, providing lifelong learning opportunities and enrichment for the entire community.

To achieve this vision, the following strategies were adopted:

- Develop reliable public sector sources of income, as well as private independent sources of revenues.
- Be the main source of public information for the community.
- Provide services, in convenient locations and at all hours, to ensure access to library resources for all community members.
- Provide collections and services that meet the needs of tomorrow's future -- the children.

3.2. The New Public Library at Twelve Bridges Mission

The mission statement for the Library at Twelve Bridges is derived from the Lincoln Public Library Vision Statement, from work done by the Joint Library Working Group, and from community needs as expressed in the Needs Assessment process. It has been endorsed by all three partner agencies and is reflected in the *Cooperative Agreement*.

Mission Statement

The Lincoln Public Library at Twelve Bridges is an accessible community resource to support the cultural, educational and informational needs of residents of the greater Lincoln area. The Library will meet the public's information needs with special emphasis on the educational and recreational

needs of high school and community college students and faculty. The Library provides these services to support individual and group improvement, enrichment, increased opportunity, knowledge, and recreation.

Values

Values reflecting the mission statement for the Library at Twelve Bridges include:

- Engaging (the individual and groups)
- Friendly, welcoming, and accessible
- Supporting a convergence of all age groups

3.3. School District Library Mission

Western Placer Unified School District

Mission

The Twenty First Century mission statement of the Western Placer Unified School District is:

Empower students with the skills, knowledge, and attitudes for success in an ever changing world.

Vision

Student parents, and the local community will recognize our excellence, and see our schools as desirable places to be enrolled. The unique opportunities available include a strong emphasis on the local environment, technology, and the arts, in addition to a strong academic curriculum. The education process will be structured to encourage parental involvement and enlist community support in the education of our children. Students, parents, faculty and administration will be held accountable for meeting established expectations. All students will have the opportunity to be educated to their maximum potential limited only by their interest, ability and effort.

WPUSD Library Mission

The mission of the libraries on the school district's campuses is to provide library and media support services that support and assist each campus to achieve the mission and vision.

High School at Twelve Bridges Library Mission

The new Library at Twelve Bridges will be the Library for the new High School at Twelve Bridges. It will be a co-located library. The mission statement developed for the new Library at Twelve Bridges represents the School District's mission for providing library services to the students who will be attending the new high school at Twelve Bridges.

3.4. *Sierra College Library Mission*

Sierra College Mission

The general mission statement for all California Community College Library and Learning Resources programs is as follows:

The California Community College Library and Learning Resources Programs in conjunction with the Chancellor's Office actively support learning and enhanced educational success among students of the California Community Colleges. At both the local and system level, library and learning resources personnel work in concert with other faculty, administrators, staff, and students to expand information literacy, to assist in the alternative delivery of instruction, provide learning assistance services and to continuously strengthen quality programs in support of the teaching and learning process.

Sierra Community College at Twelve Bridges Library Mission

The mission developed for the new Public Library at Twelve Bridges is consistent with and encompasses the concepts of the mission for Sierra Community College Library and Learning Resources programs.

4. GOALS, OBJECTIVES, SERVICES TO BE OFFERED, AND SERVICE INDICATORS

The joint library working group developed goals and objectives for startup of the new library, (2003 - 2008). The goals and objectives derive from the mission statement and emphasize using available resources to the greatest advantage to meet the needs of the community and its particular user groups. They are based on the results of the needs assessment and on discussions with key stakeholders and partners to the project, including library staff from all three partners.

Goal A. Operate the library with adequate resources to meet the mission of the library: adequate staff, collections, materials, equipment and furniture, technology, hours of operation (at least 60 hours per week). (*Service Response/Role: all*)

- ❖ **Objective: Develop and implement an operating budget for the library that will support the services and program needed;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Public input during the needs assessment voiced strong and repeated support for operating the new Library with adequate resources. Considerable concern was expressed that an inadequately supported library would further reduce services to those already in the community and not be able to serve new-comers. The *Plan* responds to this concern with identification of operating funds needed to operate the library and from whence they will come. The three partners have agreed to support both an initial startup operating budget and an ongoing annual operating budget.

Services to be Offered:

- The operating budget will support the priority services of the library, as listed in other goals below.
- It will support all basic services of the library for all age groups -- circulation, reference, collections, programming, and outreach.

Service Indicators: Operating budget developed, reviewed, agreed upon, approved, and implemented.

- ❖ **Objective: Develop and implement a staffing plan that will support the services needed by the library's service populations;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Public input during the needs assessment voiced strong and repeated support for operating the new Library with adequate skilled and professional staff. The *Plan* responds to this concern with identification of staffing levels and grades needed to operate the library.

Services to be Offered:

- Library staff will provide services in a courteous, friendly manner.
- Library staff will be knowledgeable in the services offered.

Service Indicators: Staffing plan developed, reviewed, agreed upon, approved, and implemented.

- ❖ **Objective: Develop and implement a *collection development* plan that will support the services needed by the library's service populations;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Public input during the needs assessment identified the development of a strong collection to support student, faculty, children, and community needs. The Library will need a strong collection development plan to assure these needs are met. The *Plan* responds to this concern by identifying sizes of startup collections, projected collection sizes for the future, and by setting the objective to develop a collection development plan.

Services to be Offered:

- A comprehensive collection development plan that supports the community's collection needs
- Collections targeting youth, adults, preschool children, parents, seniors, Spanish-speaking, and other groups in the community.
- Magazines and newspapers for all ages and reading levels (adult, young adult, pre-teens, children, toddlers) and that support the curriculums of the high school and community college;
- Book collections that support the needs of all age groups and the curriculums of the high school and community college;
- Media of all types -- videos, CDs, DVDs, audio cassettes -- for all age groups and interests and to support the curriculums of the high school and community college.
- Electronic resources accessible through the library's web site in the library and from home.
- Teen materials of interest – sports, recent authors, science fiction, fantasy books, magazines, CDs, videos, books on tape).
- Video and other media collections to support teaching (for teachers).

Service Indicators: Collection development plan developed, reviewed, agreed upon, approved, and implemented.

- ❖ **Objective: Develop and implement an *equipment and furnishings* plan that will support services needed by the library's service populations;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Public input during the needs assessment identified the need for furnishings that are comfortable, visually pleasing, durable, and appropriate to the age-groups that will use the furnishings. They also identified the need for equipment to support their needs, such as photocopy machines, fax machines, and typewriters, and the need to maintain the equipment so that it is working when the public needs it. Teens want comfy seating, spaces for group study, and furniture that they can use while listening to CDs and viewing DVDs. Children need study an reading tables and a separate Homework Center furnished and equipped appropriately.

Services to be Offered:

- A variety of seating for all age groups throughout the library;
- study carrels for students and adults seeking privacy,
- lounge chairs for informal, relaxing reading and study;
- Table seating
- Group study seating and tables in small group meeting rooms;
- Photocopy machines
- Computers with access to the library's catalog, the library's web site, electronic databases, and the Internet;
- Media viewing and listening equipment for accessing the new media collections;
- Computers in a computer lab with productivity software
- Appealing, scaled furniture and equipment in the Children's area;
- Appealing furniture in the Young Adult area
- A music bar in the young adult area where people can listen to CDs;
- Furniture and equipment accessible to the disabled and meeting ADA requirements;

Service Indicators: Equipment and furnishings plan developed, reviewed, agreed upon, approved, and implemented. User feedback and evaluation of the furnishings and equipment, once installed and operating. Post-occupancy evaluation conducted six months after occupancy. Staff feedback on the maintenance of furnishings and equipment.

- ❖ **Objective: Develop a *technology plan* that will support the services needed by the library's service populations;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Public input during the needs assessment identified availability of computers with access to the Internet, electronic resources, CDs, music, DVDs, and productivity software as a very high priority, both amounts of computers and types of features accessible on them was identified as a high priority. The plan identifies technology to go into the new library. A further formalized plan will address the need for regular review, replacement, maintenance, and software upgrades and original purchases. Students want access to listening and viewing equipment in the Library.

Services to be Offered:

- Computers in the Reference / Information area with access to the library's catalog, electronic databases, the Internet, and productivity software.
- Computers in the Learning Center Computer Lab for student projects and other library users;
- Computers in the Children's Area with special peripherals for children (e.g., large track balls) and parents to use at the same time;
- Listening and viewing equipment in the young adult and media services areas (to listen to CDs, view DVDs, videos, etc.);
- Special listening and viewing room for group access to media;
- Quick look-up computers for checking on items needed;

- Satellite, cable, video conference links and equipment to support classwork, programming, and educational events.

Service Indicators: Technology plan developed, reviewed, agreed upon, approved, and implemented.

- ❖ **Objective: Develop hours of operation plan for 60 hours per week with optional increased hours to support the services needed by the library's service populations, including the college and high school when increased hours during exams may be needed.**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Public input during the needs assessment identified the need for the library to be open to the public at least 60 hours per week, with the option to increase hours as needed and funded. Students in particular requested extended hours for study and recreational purposes. Parents also requested extended morning hours so they could come early to attend story time and use the collections. Others indicated the need for hours more convenient to their schedules.

Services to be Offered:

- The Library will be open 64.5 hours on average per week.
- Library staff will be at the reference desk all school hours as well as other hours.
- All library services will be available during the library's open hours.

Service Indicators: An hours of operation plan with appropriate staffing is developed, reviewed, agreed upon, approved, and implemented.

Goal B. Educate people to resources available by: (*Service Response/Role: Lifelong Learning, General Information, Formal Learning Support, Business and Career Information*)

- ❖ **Objective: Teaching classes;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Students, the general public, faculty, and teachers all identified the need for classes and workshops that teach information literacy skills. Students want to learn how to find information they need to complete assignments, parents want to know how to find health, financial, educational, parenting, and self-improvement information. Organizations and clubs want to learn how to find the information they need to help their organizations.

Services to be Offered:

- Library staff will provide information literacy classes, workshops, and sessions to all age groups, to include accessing the Internet;
- The library will provide computer literacy classes and workshops;
- Information Literacy classes will be graduated - introductory, intermediate, and subject-based, e.g., health information sources
- The library will provide one-on-one teaching when handling reference assistance requests;

- Special sessions will be developed for users of the Learning Center; classes, and other groups;
- Special sessions for parents and small children about information resources;
- Special sessions for teachers on how to do research / find information needed;

Service Indicators: The library identifies the classes needed for the various groups, develops a plan for providing and supporting the classes, gets approval, and implements the plan. Classes are scheduled and reviewed; evaluations by attendees are reviewed and analyzed. The number of classes and number of participants. Number of printed pamphlets and people who request them Number of web site hits on for information pamphlets.

❖ **Objective: Teaching one-on-one through reference and computers.**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Students requested professional, skilled one-on-one assistance with their information needs. Others also requested skilled reference assistance and help using computers to find information at the time needed.

Services to be Offered:

- Handouts and pamphlets available electronically and in print at the library will be developed for those who want to learn independently.
- Tutorials on how to find information on various topics will be provided in the library;
- Tutorials on how to find information using electronic databases and the Internet;
- School assignment-related tutorials on finding information will be available;
- Reference assistance to all users at the library, by telephone, fax, or email, and in person.

Service Indicators: Types of questions handled and origination of questions (in person, by phone, fax, email, etc.). User feedback on services through surveys, both in the library and through other venues.

Goal C. Provide programming useful and supportive of the community by: (*Service Response/Role: Lifelong Learning, Current Topics and Titles, General Information, Formal Learning Support, Business and Career Information*)

❖ **Objective: Identifying and initiating programs supporting community interests for diverse ages and cultures;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Library programming and special events were identified as a high priority in the needs assessment. Programs and events identified included story time, dramatic readings, authors talks, special workshops and conferences, satellite programs, concerts with live music, local history presentations.

Services to be Provided:

- Children's story time at a variety of times and places;

- Authors talks;
- Literacy tutoring (English as a second language), staffed by volunteers
- Teen and young adult programs developed through an advisory committee and suggestions
- Programs and events that target the different cultural groups in Lincoln (Russian, Hispanic, Portuguese, Asian);
- Events and programs related to school work;

Service Indicators: Identify a place for programming to happen, identify priority programs to be offered, organize and provide programs, provide an evaluation tool to guide development of future programs. The new library will have a community meeting room that will be used for library programming. User evaluation of programs offered. Number of people attending programs. Number of suggestions and types of programs suggested.

❖ **Objective: Using the Community Room in support of programming efforts;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Many participants in the needs assessment process requested that the library have its own community meeting room for programming and many other events.

Services to be Offered:

- Booking system for reserving and arranging the Community Room;
- Community Room that is equipped to provide an excellent venue for many types and kinds of programs and events, from live music to civic organization meetings;

Service Indicators: Maintain the Community Room schedule and plan events and library programming to take place there. Identify a programming coordinator to coordinate library programming and events. Number of programs held, number of participants in programs. Participant evaluations of programs and facilities.

Goal D. Help build a sense of world community by: (*Service Response/Role: Lifelong Learning, Current Topics and Titles, Formal Learning Support*)

❖ **Objective. Providing display space for the historical collection of archives and artifacts of Lincoln (Lincoln Archives);**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: The Lincoln archives and artifacts does not now have adequate space for display and exhibit or for storage.

Services to be Offered:

- Display and exhibit space in the Community Room Lobby will be available for rotating exhibits and will be accessible to the Lincoln Archives;

- Information about the Lincoln Archives and local history will be available through the library's online catalog;

Service Indicators:. User evaluations of exhibits. User feedback on ability to find local history information, archives, and collections when needed.

❖ **Objective. Organizing and supporting events that bring the community together;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Needs expressed included the need for events and programs that would bring all age groups and people of varying ethnic backgrounds together, reflecting Lincoln's population mix.

Services to be Offered:

- Provide events on topics of interest to students, e.g., course-related subjects and issues;
- Events of interest to families;
- Programs of interest to seniors;
- Programs that explore community issues such as current city council issues, community growth and development, and education
- Provide programs and events that appeal to all age groups.
- Provide programs and events that provide information and background on the various cultures and ethnic groups represented in Lincoln.
- Provide events on local issues.
- Exhibits that also cover the issues mentioned above

Service Indicators: People attend programs and events. Number of programs and events offered. Number, age groups, and interest groups of people attending events, programs, exhibits.

Goal E. Provide services that support families and their children by: (*Service Response/Role: General Information, Current Topics and Titles, Formal Learning Support*)

❖ **Objective. Encouraging the use of resources that support family information needs;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: parents requested family-oriented spaces, family-oriented programming, family-oriented collections and other services. Programming for parent and very young children was identified as a high priority. Families have been very much under-served due to space limitations in the existing library.

Services to be Offered:

- The children's area will have a variety of seating for children,
- computers with access to library and other children's resources,
- a staffed children's librarian's assistance desk, and It will have a special area for toddlers and pre-schoolers for small story times and general activities.

- Computers with a children's interface will be accessible in the children's area.
- Parents will be able to work with their younger children on the computers.
- Collections will include books, videos, CDs, DVDs, magazines, foreign language materials, media kits, audio books, specialized electronic databases, and other media as it develops in the future.
- The children's collection is planned to grow to over time to 39,000 books, 100 talking books, and 30 children's magazines. This is over five times the size of the existing collection and recognizes the significant population increase expected and the special services to young students and children. (The Carnegie collection currently has a little over 6,200 children's books and 8 magazine titles. It has no media items.)
- Hosting class visits to the library,
- Staff visits to schools,
- Presentations to parent groups, visits to other youth-serving organizations,
- Lists of recommended books for preschool children and others,
- Interlibrary loan services,
- Homework assistance (in the Homework Center), and special programs and
- Collections on topics of interest to parents.

Service Indicators: Provide programs for all ages of children: story times, including bilingual, programs or library orientations for families and youth. Space in the library where families can enjoy library services together, such as a lap-sit read, or viewing a video together. Separate space for young children, expanded collections for youth and young children. Numbers of programs given, number of participants/attendees in programs, user evaluations of programs.

❖ **Objective. Providing space for parents close to the children's area in the building;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Parents want to be able to see their children in the library, even though the children may be independently using library services. Parents want to feel their children are safe in the children's area. They want to be able to use the adult collections while at the same time overseeing their children in the children's area.

Services to be Offered:

- Seating and tables useable by adults in the children's area and near the children's area.
- A couch or large comfy chair for a parent or guardian and small child to sit and read together is provided in the children's area
- Extra seating at the children's computer area is provided for parents to work with their small children at the computers (e.g., to view an educational CD like *Reader Rabbit*, or *Arthur Little* together).

Service Indicators: Statistics on computer use. Occasional behavior mapping counts of people and age-group using or occupying the children's spaces. Parents evaluations of services.

Goal F. **Provide curriculum support for students and faculty by:** *(Service Response/Role: General Information, Current Topics and Titles, Formal Learning Support)*

- ❖ **Objective. Providing a variety of print, audio-visual, and electronic resources that support the curriculums of the high school and the community college;** *(Service Response/Role: General Information, Current Topics and Titles, Formal Learning Support, Lifelong Learning, Business and Career Information)*

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Teachers and faculty indicated a need for collections that support their teaching, target the curriculum at the time they are teaching a particular subject and topic, and that provide material for further exploration of topics in the curriculum. Students requested more collections that support their class assignments, including in a variety of formats: electronic, print, and media. Students and teachers also want the materials available to be up-to-date and timely.

Services to be Offered:

- The new library will have a special area for a young adults. This area will have collections targeted to young adults. There is currently no young adult collection or space in the existing library. The new library's young adult collection will grow to over 11,000 fiction and nonfiction materials, and 40 magazines. The library's media collection will have materials that appeal to young adults videos, CDs and DVDs.
- Collections in the new library will be developed to support the curriculum through joint decision-making with teachers on purchase decisions for school materials.
- Multiple copies of materials related to school assignments will be available.
- The collection will be kept up-to-date and out of date materials weeded.
- Interlibrary loan and / or document delivery services will be available to students
- Collections with teachers' aids, media, class support materials to support curriculum development

Service Indicators: Students are able to find and use library materials and electronic resources that support their assignments and other school interests. Teachers and faculty regularly provide the library with curriculum support needs. The collection development plan provides for duplicate copies of extensively used materials related to class work and assignments. Numbers of materials selected for the collection to support the curriculum. Circulation statistics by user category. Statistics on use of equipment in the library. Teacher surveys results.

- ❖ **Objective. Perform outreach to faculty and teachers to determine needs, highlight and emphasize the services and collections available to their programs and teaching.**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: The faculty and teachers requested that the library communicate with them about their curriculum support needs and requested that the library keep them informed about available resources.

Services to be Offered:

- Open door policy where teachers and faculty can make suggestions and discuss needs with the Library
- Online email venue for making recommendations and evaluating library services
- Regular survey of faculty and teacher library and media needs
- Venues for teacher and faculty input to Library services and programs

Service Indicators: The Library develops and implements a regular method for obtaining input from faculty and teachers about their needs and for providing feedback on services, programs, and collections available. Faculty and teacher evaluations of collections and services. Number of faculty and teachers who provide input to the selection process. Number of faculty and teachers who use the library's services.

❖ **Objective. Providing well-trained and skilled librarians and staff who can provide excellent support to students, faculty, and teachers;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Participants in the needs assessment identified as a high priority the need for well-trained, skilled staff and for professional librarians and media specialists in the library so they could benefit from their expertise.

Services to be Offered:

- Staff member dedicated to school programs in the library -- a professional media teacher;

Service Indicators: The Library identifies excellent, qualified staff to fill professional and support positions in the new library, and hires them.

❖ **Objective. Providing an easy to use, up-to-date, and focussed course reserves service;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Faculty and teachers want to be able to put items on reserve easily and to provide some materials in electronic format for the course reserve service. They want to be able to place requests for placing items on reserve through email or other online function, without having to go to the library. Students want to be able to access course reserve materials in a timely manner and be able to access as much as possible of it through an electronic reserves service.

Services to be Offered:

- Electronic course reserves offering; the library explores, with its joint partners, the possibility of implementing electronic course reserves for appropriate items, makes recommendations, and implements approved services.
- Regular course reserves service
- Faculty and teachers involved in the development of procedures for putting items on course reserve

Service Indicators: The Library establishes efficient, user-friendly procedures for faculty and teachers to identify and place items on course reserve. Circulation statistics on course reserve items usage. Ratio of items on reserve to number of uses. Number of items that should have been on course reserve, but were not. Surveys of student and teacher satisfaction with the course reserve service.

❖ **Objective. Providing an accessible, easy-to-use, and timely Interlibrary Loan Service;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: All sectors of the community indicated a need for interlibrary loan services. Faculty and teachers recognize the library will not have all of the materials needed to support use at the library. The public indicated how much they appreciate the existing interlibrary loan service and hoped it would be available in the new library. Students indicated a need for ILL services, recognizing that they often need materials that are not currently available in their library.

Services to be Offered:

- Interlibrary loan service to students and others;
- Easy to use interface for requesting interlibrary loans
- Partner collections accessible to users (Sierra College, Western Placer Unified School District libraries)

Service Indicators: The library works with its partners to design and implement a delivery service to the library from the School District libraries and Sierra College Library (Rocklin). The current interlibrary loan service is continued and expanded. ILL use statistics, user feedback, survey results.

❖ **Objective: Providing a Learning Center in the Library with a Technology Lab and Homework Center;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Students want and need a place to get help with their homework assignments. Parents want a safe place where their children can work on homework and get assistance. Adults want a place where literacy tutoring and training can take place. Students, adults, children, everyone indicated a need for lots of computers that can be used for all kinds of purposes, including information searching or gathering, use of productivity software such as word processing, spreadsheets, graphics, and curriculum development software.

Services to be Offered:

- Homework center with seating and space conducive to tutoring and individual study
- Library staff, teachers, and volunteers to assist students in the Homework Center;
- Computer / Technology Lab with computers for school work and other projects;
- Access to the internet and other electronic information resources;
- Reference service to assist students and teach students to find information they need and to do research;
- Reference collections (print, other media, and electronic resources) to support student school assignments;

- Regular maintenance and upkeep of Computer Lab equipment and software

Service Indicators: The new library provides a Learning Center inside the library. The Homework Center provides adequate space and furnishings for homework assistance and tutoring. The Technology / computer lab provides computers with well-supported software and peripherals. The Reference / Information Commons provides computers for adults. The Children's area has computers for children and toddlers and parents. Use statistics, number of students and others using the Center's services and which service they are using, user and parent feedback and evaluation of services. Teacher feedback and evaluation of Homework Center program. Amount of "down-time" for computers in the Lab and elsewhere in the Library due to repairs and maintenance, software installation.

Goal G. Develop a sense of civic and multicultural world responsibility by: *(Service Response/Role: General Information, Current Topics and Titles, Formal Learning Support)*

- ❖ **Objective. Providing timely access to civic information in print, electronic and other media formats as appropriate;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: The public gave a high priority to the library being an access point for community and civic information in all kinds of formats. They see the library as a central place where this information is brought together for citizen's use and review.

Services to be Offered:

- Collections of community and regional materials on local issues. The Library will have a special alcove for about 300 volumes of items of these materials. Some of the Lincoln Archives materials may be shelved here.
- Links from the Library's web site to local governmental and organizational sites and documents
- Programs on local issues that may be available in video or other media formats for later review

Service Indicators: The Library's web site provides access to civic information in electronic form and references non-electronic information. The Library provides a community information section in the reference collection where local reports and documents can be accessed and reviewed. The collection development plan includes a section on local, regional, and civic information. The library provides access by referral or electronic means to government documents. Collection statistics, use statistics (circulation and in-house use), user feedback.

❖ **Objective. Providing thematic displays and programs in the library or developed by the library for community use and display;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: The community expressed a need for the library to highlight certain topics and issues of current interest and concern to the community and students.

Services to be Offered:

- A special area in the library will provide space for retail-type display of collections on a particular theme; all types of formats to be displayed
- The thematic display area will be regularly changed and adjusted to represent hot topics and issues, topics of local cultural interest, community issues of interest, etc.

Service Indicators: The library has a space that is used for highlighting collections and services related to topics of current interest. The collections and information is browsed and used extensively by community individuals and students. Use statistics (circulation and in-house), observation (behavior mapping) of people browsing the materials, user suggestions for future topics, user feedback.

Goal H. Outreach to the community to assure everyone is aware of the services and programs available to them by: (*Service Response/Role: General Information, Current Topics and Titles, Formal Learning Support, Basic Literacy, Business and Career Information, Lifelong Learning Support*)

❖ **Objective. Developing and implementing methods of outreach to special populations within the community**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: The needs assessment identified various groups of individuals in the service population. Some groups have difficulty speaking and/or understanding English. Some have special information needs, such as seniors and health information, some have special needs related to age or role -- toddlers, pre-teens, teens, young families, grandparents, the disabled. Many people indicated they do not use the Library now because they tried it once, but the space was too small and there was no place for them to sit quietly and study. The Library needs to reach out to all groups to inform them of the services available to them in the new library.

Services to be Offered:

- Literacy program for non-English-speakers and for English speakers that concentrate on teaching people to read and to get along in everyday activities
- Children's programs targeting their and their parent's needs (see objectives above for students and children);
- Services for seniors that target their interests -- topics and events to be suggested by seniors;

- Furnishings and equipment for the disabled -- low-vision, blind, hard-of-hearing, deaf, wheelchair-bound, difficulty walking and getting out of chairs
- Group rooms and meeting space for local organizations
- Homework center for students
- Volunteer program for those who want to volunteer their time to any of the library's programs

Service Indicators: People in the community are aware of the library services available to them. People use library services. Special groups feel welcome in the library and can access services outside the library. People know about and are excited and enthusiastic about their new library and its services. Community surveys, user surveys, circulation statistics, program attendance surveys, in-house use statistics, user feedback. Number of volunteers and number of regular hours and number and types of programs they provided assistance to.

❖ **Objective. Supporting lifelong learning through the collections, services and advertising;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: The needs assessment placed lifelong learning as one of the high priorities for the library to address. People need collections and services that support their learning goals and projects.

Services to be Offered:

- Collections in all media that support self-learning
- Books and media on how-to-do it themes
- Programming and events that provide an opportunity to learn new things such as a career exploration day, programs and collections on personal finance, on history and current events, on California flora and fauna, on popular music groups and their music

Service Indicators: User surveys indicate that people are finding the materials they need to support their learning interests; the library is providing information literacy classes and assistance in finding information and materials supporting learning goals. The library attracts users to its services through advertising and publicity. The Library asks for suggestions and responds to ideas for support through program design. Circulation statistics, number of people in the library, behavior mapping in the library.

Goal I. Support Teacher and Faculty development by: (*Service Response/Role: General Information, Current Topics and Titles, Formal Learning Support, Business and Career Information*)

❖ **Objective. Providing easily used course reserves in electronic and print form;**

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Faculty and teachers indicated a need for a course reserve service that is easy for them to use. Students also want a service that they can access quickly when they need it and get the materials when they need them.

Services to be Offered:

- Electronic access to course reserve request forms and procedures;
- Training for teachers and faculty in reserves procedures and how to set up electronic reserve items
- Access to knowledgeable staff;

Service Indicators: The library designs and implements a course reserve service that takes advantage of the latest technology, yet maintains access to standard print and other media. Number of faculty who use the reserve service, number of students who use the service, circulation statistics (for reserve items), number of users of the service by discipline (faculty and students).

- ❖ ***Objective. Implementing a method for getting input for collection development from teachers and faculty.***

How Goal/Objective Responds to Information Gathered in the Needs Assessment: Teacher and faculty indicated a need for collections that support their teaching, target the curriculum at the time they are teaching a particular subject and topic, and that provide material for further exploration of topics in the curriculum.

Services to be Offered:

- Teacher's collections advisory group to provide input to the library for potential acquisitions
- Regular library outreach to faculty and teachers to keep informed of needs and issues
- Mini-workshops for teachers on library topics of interest to them; coordinated with the District and Community College.

Service Indicators: Develop tools, methods, and outreach activities, including an advisory committee to gather information on collections and electronic resources that support the curriculum. Methods, tools, outreach, and the advisory committee provide input to collections selection and evaluations of the collections by faculty and teachers indicate the collections support the curriculum. Student use of library collections and services, Number of faculty who make collection recommendations. Number of users of the Homework Center and types of services, Number of users of the Computer Center. Circulation statistics.

5. MEETING RESIDENTS' NEEDS AND IMPLEMENTATION PLAN

The Service Plan for the new Public Library at Twelve Bridges has evolved and been refined during the needs assessment process. Community input, library staff input, interviews with community leaders, and a general review of similar community and school library systems have contributed to the service plan for the new library. Key elements of the plan form the basis from which the needed facility size has been estimated and take into consideration the high priority features identified through the community and staff involvement process. The Library will be growing immensely through the creation and implementation of the new library at Twelve Bridges. New services will begin over the first few years of operation and other existing services will be enhanced through the new library and a reconfigured downtown library.

5.1. How the Plan of Service Meets Residents' Needs

The Library Plan of Service goals and objectives and services to be offered as outlined in Section 4 to this report, respond directly to the needs of residents and students as identified in the community needs assessment.

5.1.1. Collections

The needs assessment found that the library needs to provide a larger, more comprehensive, well-rounded, and timely collection in all types of formats and that has something for all ages. The plan of services responds to these needs by:

- providing adequate housing and shelving for a new main branch collection
- providing a collection over time adequate in size to the growing Lincoln population
- providing collections targeted to sub-populations such as children, students, toddlers, teachers, faculty, seniors, non-English speakers, people who have difficulty reading English, business people;
- providing collections that support current issues and topics of interest to the community,
- providing materials in a variety of formats, including books, magazines, videos, CDs, DVDs, newspapers,
- providing access to collections and materials from other libraries when not available through the Lincoln Library,
- providing access to collections in electronic format such as reference databases and full-text articles databases

Partnerships

The library will coordinate its collections policy with the School District and Sierra College.

5.1.2. Information and Reference Services

The community needs assessment found that the library needs to provide professional-level reference assistance during most hours of operation, provide better access to electronic information sources, have a more comprehensive reference print and media collection, and to provide training to the community in how to use and access the information in these reference sources. The library's plan of service addresses these needs by providing:

- An new and expanded reference print and media collection,
- A service desk for reference assistance separate from other service desks in the library,
- Hours of reference service consistent with the times most people will need it
- Exploration of provision of reference assistance 24/7 in partnership with other libraries, e.g, Sierra College
- Reference assistance to students for homework and other assignments
- Library workshops and training in how to use reference collections and materials, both electronic and print sources
- Special workshops and handouts targeting special and subject-oriented reference and information needs, such as health information, financial information, career information

Partnerships

The Library work with Sierra College Library staff to develop cooperative reference services and collections. It will also work with the School District Libraries to develop cooperative reference and collections services with them. Cooperative arrangements with the County library system will also be explored.

5.1.3. Community and Group Meeting Space

The needs assessment identified the need for meeting, event, and programming space associated with the library and the provision of programs and events for the benefit of the community. The plan of service addresses these needs by providing:

- A community meeting room in the new library building that can be subdivided into two rooms if needed (80 people capacity in the whole);
- Group study rooms in the library for students, organizations, individuals, to have a space to work on projects, have meetings, do homework, collaborate on projects;
- A media viewing and listening room in the library where individuals can access media together and have discussions without interrupting others in the library
- Staff to develop, organize, evaluate and coordinate library programs and events in the library and community room, and exhibits area

Partnerships

The Library will work with community organizations, schools, businesses, civic organizations, city government, and others to develop a schedule of programs and events.

5.1.4. Access to Technology

The needs assessment identified the need for access to materials in different formats and to computers for information access and for projects and other work. The plan of service responds to these needs by providing:

- A computer lab for students and others with productivity software and peripherals to support projects such as scanners and color printers;
- Computers for accessing reference and information sources, including the online catalog, the Internet, electronic databases of full-text articles and books, and index and bibliographies;
- AV equipment to view and listen to CDs, DVDs, videos, and other media as it appears on the scene in the future.
- Multimedia computers to view media creations and access media sources;
- Photocopy machines for public use at a reasonable cost per page;
- Computers in the Children's area with a special interface for small children for accessing and working with educational software, CDs and other materials;
- A listening bar in the Young Adult area for listening to CDs;
- Equipment and telecommunications in the community room and group rooms for providing access to distance education programs and other programs provided through the Internet;
- Video-conferencing capabilities.
- Self-checkout and self-return computers;
- Use of computers to support the course reserve function
- Use of RFID technology to provide efficient and effective circulation, shelving, and inventory control of materials and equipment.

5.1.5. Programming

.Staff and volunteers will provide special services to children and their parents such as hosting class visits to the library, staff visits to schools, presentations to parent groups, visits to other youth-serving organizations, lists of recommended books for preschool children and others, interlibrary loan services, homework assistance (in the Homework Center), and special programs and collections for parents.

Programming will include library instruction and orientation, Summer Reading Club, story times for children ages 0-8, reference assistance, reader's advisory service, holiday and other special programs, and joint events with the School District.

5.1.6. Professional Staff Availability

Professional staff, trained and knowledgeable about learning resources, information, and/or media materials and services will be present during all school hours of operation.

Professional library staff will collaborate with classroom teachers and faculty to integrate information skills and use of technology into the curriculum.

5.2. Implementation Plan

The new library building is expected to be open to the public in 20024/2005. The City of Lincoln will be the sole participant at that time, with the Western Placer Unified School District joining the operational partnership by the end of fiscal year.

The High School campus at Twelve Bridges is expected to open in the same year, 2004/2005. At the time the High School campus opens, the Public Library at Twelve Bridges will also become the High School's Library.

Sierra College expects to open its Twelve Bridges satellite campus in 2005/2006. At the time the campus opens, the Lincoln Public Library at Twelve Bridges will become the Sierra College Twelve Bridges Campus Library.

The service program will be implemented by new staff who will be hired to operate the new library. An initial start-up budget has been approved by the three partners to cover staffing, supplies and expenses, and collections. In addition, all three partners have agreed upon and approved an annual operating budget for the new library.

5.2.1. Organization

Under the "Cooperative Agreement", a new advisory group will be formed -- the Library (at Twelve Bridges) Advisory Committee. This group will be appointed by the City Council and will have members from the Library Board, the School District, and the College District. It is advisory and will make recommendations to the Lincoln City Council concerning library policies and the operation and administration of the Library. This advisory group will be reviewing the Plan of Service annually for updating and relevance.

5.2.2. Accessibility

All members of the public and students will have access to the Library all hours the Library is open.

5.2.3. Hours of Service

The Library will be open to the public not less than 64.5 hour per week as follows:

Monday through Thursday	7:30 am to 8:00 pm
Friday	7:30 am to 5:00 pm
Saturday	12:00 noon to 5:00 pm
Sunday	Closed
Holidays	Closed on holidays designated by the Lincoln City Council

5.2.4. Staffing

In order to build the new library and to operate it effectively, the library will need a dedicated and well-qualified staff. For the first full year of operation, the partnering agencies have agree to support the equivalent of the following full-time equivalent (fte) staff:

1.0 Library Director
1.0 Library Media Teacher
0.8 Reference Librarian
1.0 Children's Librarian
2.0 Library Technicians
1.5 Shelves
1.5 Library Assistants

8.8

Library Technical Services support for acquisitions and cataloging will be provided through an agreement with Sierra College.

Supporting the Learning Environment

Student assistant positions will be encouraged. Student assistant will perform a variety of tasks that assist and complement professional staff, clerical staff and technicians. The assistant positions will provide an opportunity for students to explore career options and will offer work opportunities to local students.

Volunteers

Volunteers are important contributors to successful library programs. Qualified volunteers will be welcome to participate in the provision of library services to supplement essential library services provided by regular library staff and professionals.

A training program for volunteers will be developed and coordinated by library professionals.

5.2.5. Plan Features Summary

A summary of the features of the Plan of Service for the Library at Twelve Bridges which will affect building size are summarized in the table below.

Table 1. Plan of Service for the Building 2000 - 2020

Year of Plan	2020
Service population	56,575
Hours of Operation per Week	64.5
User Seating	
Open Seats	243
Technology & Equipment Stations for the Public	96
Collections	
Total Volumes in Collection	155,280
Current Magazine Titles	289
Audio Cassettes	2,000
Video Collections	7,800
CD's and other media	7,800
Public Service Desks	3
Staff Workstations	38
Multipurpose Room (divisible) in to smaller rooms	1 (80 seats)
Learning Center	1
Technology Center / Computer Lab	1
Homework Center	1

5.3. Student Needs and Benefits (K-12)

This co-located joint use project will serve as the campus library of the High School at Twelve Bridges. As such, it must provide services that meet the library needs of students as identified in the Needs Assessment study. The plan of service intends to meet the need through provision of services and resources at the Twelve Bridges Library.

The library will provide:

A Learning Center with a Homework Center and Computer Lab for student use. Assistance will be provided through volunteers, tutors, and library staff. The school and library have agreed to provide a children's librarian to support functions of the Center. The Center will be available all hours the library is open (60 hours per week), and will have special programs and activities related to the curriculum of the High School. In addition, students from throughout Lincoln will be able to use the Learning Center after school and on weekends. Classes will be able to do field trips to the library.

Classes in how to use the library, information literacy, and doing research for homework assignments will also be developed. The classes will be given in the library's meeting rooms, the Learning Center or the Computer Lab, depending upon the topic.

The library will develop the collections for high school students to support their curriculum and interests and to include access to media as well as print materials.

The library will provide seating in the Learning Center and at study carrels and tables for studying and working in groups.

The services the library will provide to support high school students library service needs will be different from those offered without a cooperative or joint venture agreement in the following ways:

With out the cooperative agreement and the resources it brings, the library would not have the resources to develop collections to support the high school curriculum. I would not be able to support such a large and technologically advanced Learning Center technology.

The Homework Center and Computer Lab were selected as services to be provided in response to the expressed needs of students as voiced in their survey responses and as identified by parents, teachers, and others in the community in the input sessions and teacher survey.

The Twelve Bridges Library, due to its location in an educationally advanced setting, will make it possible for the library to support technology-intensive services such as video conferencing, satellite downlink of educational programs and community events, and use of software programs such as Blackboard to provide electronic reserves to distance learning and home-base students.

6. PROJECT FIT

The project for the library at Twelve Bridges is needed to support the city of Lincoln's overall library services plan. Twelve Bridges will become the city's main library branch and be able to support library services to the growing population of Lincoln. The city is aware that the Downtown Carnegie Library simply cannot serve the tremendous population surge coming to Lincoln in the next few years. Its library planning has included the recognition that the city must provide adequate library services to its existing and new residents and that a new library or branch is needed.

It is expected that the downtown Carnegie library will continue to operate as a library after the Twelve Bridges Library is operational, to serve the downtown residents and businesses.

In addition, the Lincoln Library's jurisdiction includes the growing student population. The placement of the library at Twelve Bridges venue provides an added benefit to support more extensive and cooperative library services to high school students and other students in the city.

7. TECHNOLOGY

7.1. Executive Summary

The library needs to be able to operate effectively on a very small staff. This means delivering excellent services with staff concentrating their efforts on the less routine tasks and activities of the library. Staff time must be used effectively to provide the best possible service to its community. Many routine tasks currently requiring interaction between staff and patron can be automated and accessible through software applications on computer stations and other equipment both in the Library and elsewhere.

The Lincoln Public Library and particularly the Library at Twelve Bridges will be building a new library service over the next few years. To be successful, the library's operations need to have access to the latest technology and software. This will keep operating costs down, yet provide excellent service.

Technology and software applications features needed throughout the Lincoln Public Library include the following:

Integrated library automation system to include:

- Cataloging
- Serials
- Acquisitions
- Circulation (including course reserves circulation and patron registration)
- Inventory Control and Materials Handling, including security
- Public catalog
- Gateway to the Internet
- Gateway to the Library's Customer Services

Software applications accessible through the library's computer interface:

- Self-checkout software and equipment
- Self-registration software and equipment
- Self-payment software and equipment (for patron to do in the library or remotely), for paying fines and other library-related charges
- Library room booking software

Library materials security system to include:

- Technology to secure all parts of the collection (CDs, books, magazines, DVDs, audio tapes, etc.); RFID technology may be the best for this.
- Sensors in library materials return bins to automatically discharge materials when returned, and to integrate with the library's circulation system
- Seamless integration with the Inventory Control and Materials Handling system software (see above)
- Entrance gates with video camera and sensors (to detect materials exiting the building without being checked out)